

Managing Research Teams

MCUAAAR April 2024 Scientist Seminar

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Overview of today's session

- Background info about us and our teams
- Identifying your team members
- Supporting staff
- Tools for team management
- Open discussion





Our teams over the years

Identify your team members and the positions you need them to play

- Staff
- Co-Is
- Students
 - Subcontractor
 - Consultant
 - Advisory committee
 - Analyst
- Chair
- Mentor
- Grants manager
- Project officer
- Confidante



Supporting Staff



1-ON-1 COACHING
AND MENTORSHIP



CONTEXT/
DIRECTION



ASSURANCE



PAYMENT



FULFILLMENT



ANNUAL REVIEW



MANAGE GROUP
NORMS/DYNAMICS



UNDERSTANDING
(PERSONALITIES)

Let staff lead with
their strengths and
articulate their
curiosities

The hard(er) parts

- Formative feedback
- Detecting dishonesty
- Hiring
- Firing
- Protecting
- Healing from trauma

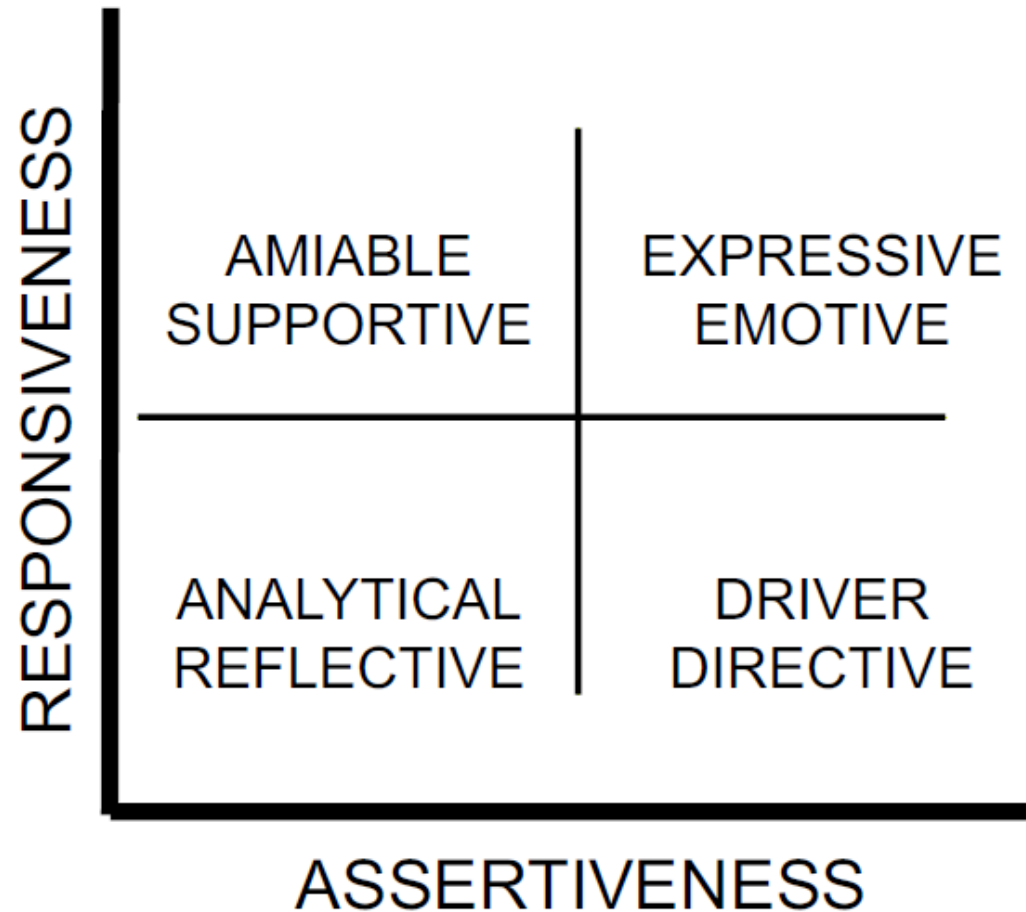
Results vs people

- Concern for results
- Directive behaviors, task-focused
 - Telling people what to do, how to do it, when to do it
 - Focus is on getting the work done the way you want it done
- Concern for people
- Supportive behaviors, relationship focused
 - Talking with and listening to people
 - Providing support
 - Facilitating involvement in problem solving and decision making
 - Focus is on building a relationship to promote their ability to make decisions and contribute in the long term



A Model

<https://www.training.nih.gov/raising-a-resilient-scientist/>



- **Responsiveness** = the degree to which you are **perceived by others** as attending to their needs in the interaction
- **Assertiveness** = the degree to which you are **perceived by others** as attempting to prevail and get your way in the interaction

People Styles At Work and Beyond. R Bolton and Dorothy G Bolton; American Management Association, 2009.



Communication Styles

RESPONSIVENESS

AMIABLE/SUPPORTIVE

- Easily reaches out
- Listens attentively
- Use warmth to connect
- Avoids using power
- Decisions are slow and people-based

EXPRESSIVE/EMOTIVE

- Fast-paced and use gestures
- Takes initiative
- Controls flow of discussion
- Interrupt a lot; not good listeners
- Encourages informality
- Shares emotions and feelings

ANALYTICAL/REFLECTIVE

- Controlled and outwardly unemotional
- Likes order and time to prepare
- Often hold their opinions back
- Express measured opinions
- Seems hard to get to know

DRIVER/DIRECTIVE

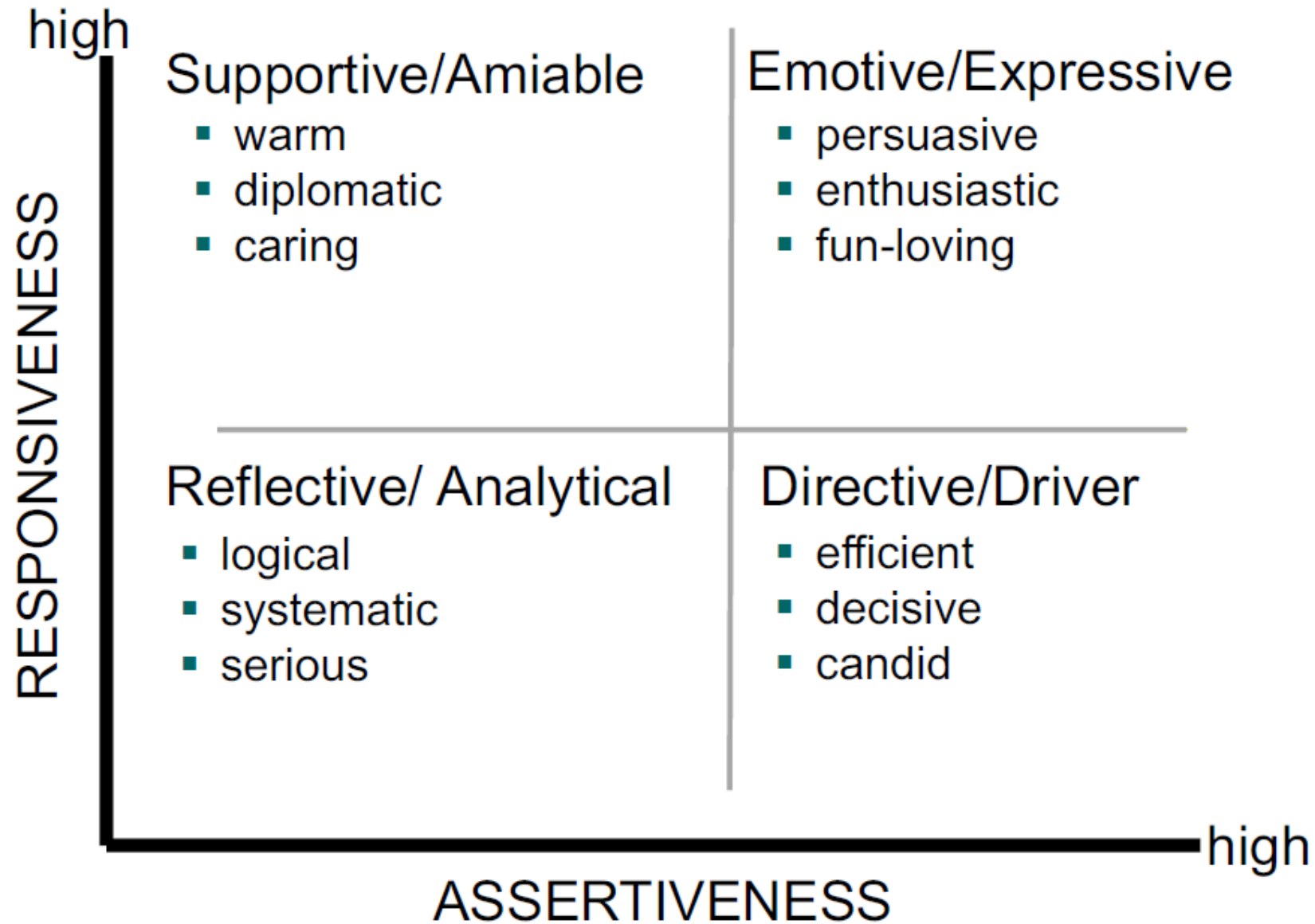
- Get right to the point
- Lack outward warmth
- Interrupt a lot; not good listeners
- Like to control agendas
- Make quick decisions

ASSERTIVENESS

high



All Styles Have Strengths



But Strengths Over-used (Or Used At the Wrong Time) Become Liabilities

Directive/Driver	A cold and abrasive person who does not listen or care, often alienating others
Emotive/Expressive	A poor listener who is impatient and impractical and who often fails to honor commitments
Supportive/Amiable	A nice person who never takes a stand and avoids conflict at all costs
Reflective/Analytical	A stand-offish cold person who does not really care and takes perfection to an extreme



Tools for team management

- Software
- Shared file space
- Email
- Meetings

<https://open.spotify.com/episode/3js6qH3Cyf7rBCvbYxaB9J?si=93b13000942c499a>

Podcast Episode
Why Meetings Suck and How to Fix Them
ReThinking

Sep 2023 · Played ✓

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Episode Description

Meetings often drain our joy and sap our focus – and meeting overload kills productivity. So why do we have so many of them, and is a better world possible? Adam investigates the science of improving meetings and explores how workplaces are fighting meeting bloat. Available transcripts for WorkLife can be found at go.ted.com/WL

Questions?





Application of ATTEND

Acknowledge the emotional impact.

Thank them for coming to you/trusting you.

Take care of your own emotions. (You may need to calm yourself down.)

Evaluate the impact on the educational/workplace environment.

Next steps (Ask how they would like you to help them navigate the situation. This may include skill building.)

Do not dismiss, judge, or pretend it didn't happen.

